

Planning Department 2017 Business Plan



Our Values

Champion Employees

Honest Communication

Accountability

Multicultural

People First

Superior Service



CITY OF SUGAR LAND

Table of Contents

Business Planning 2

City of Sugar Land Mission & Priorities 3

Department of Planning 4

2017 Business Plan 4

Organization & Structure 5

Development Planning 7

Program Services and Service Levels 8

LONG RANGE PLANNING 13

Program Services and Service Levels 14

TRANSPORTATION & MOBILITY PLANNING 20

Program Services and Service Levels 21

Performance Measures..... 21

BUSINESS PLANNING

The Business Planning Process

Business planning for Fiscal Year 2017 actually began at the start of Fiscal Year 2016. In November Departments create a draft of their business plan. Working with the Budget Office, Departments update the first draft of the plan for submission to the Executive Team in January. Updates are made according to feedback from the Executive Team and business plans are finalized by the end of February.

What is a Business Plan?

A SERVICE CONTRACT

A business plan...

- Illustrates in detail *what* services the City provides.
- Illustrates *how* the City provides those services.
- Service Commitments allow the City to hold itself accountable for maintaining high levels of service throughout the City.

A PLANNING DOCUMENT

A business plan is a comprehensive planning document developed annually by every Office and Department. A business plan...

- Illustrates the connection between operational services and activities, and long-term goals and objectives.
- Enables each Department to define their role and responsibilities within the greater context of the organization, ensuring cohesive growth across the organization.
- Reviews departmental strengths, weaknesses, opportunities, and threats using the SWOT analysis technique, allowing Departments to consider both internal factors, like succession planning and funding allocations, and external factors, like demographic changes, when planning for the future.

A COMMUNICATION DOCUMENT

A business plan is a vehicle to communicate with the public. A business plan...

- Affords the City the opportunity to be open and transparent.
- Educate residents and the general public on how the City provides day-to-day services.

A WORK PLAN

A business plan is an operational document which can be leveraged by Departments for internal process improvement efforts. A business plan...

- Creates a road map for how service goals are met.
- Makes the connection between front line objective and organizational objectives.

A BUDGETING TOOL

A business plan is a tool to be used in the budgeting process. A business plan...

- Facilitates the submission of Key Issues.
- Allows Departments to submit for cost estimates ahead of the budget cycle
- Provides a space for strategic thinking before the budget process kicks off in the Spring.

CITY OF SUGAR LAND MISSION & PRIORITIES

To enhance the quality of life in the community by a commitment to excellence in the delivery of public service.

Mid-term Priorities

SAFEST CITY IN AMERICA: FEELING SAFE, RAPID RESPONSE

- Have a Rapid, Effective and Coordinated Response to an Emergency – Police, Fire, EMS, Public Works
- Maintain People Feeling Safe, Secure and Comfortable throughout the Community
- Maintain a Low Crime Rate in Sugar Land with a High Clearance Rate
- Develop Effective Public Safety Communications with Adequate Staffing and Using Appropriate Technology
- Improved All-Hazards and Disaster Preparedness, Response and Recovery through Better Coordination and Intergovernmental Cooperation
- Utilizing Technology to Contribute to a Safe Community

STRONG LOCAL ECONOMY: GROWING BUSINESS INVESTMENT

- Attract Targeted Businesses with Primary Jobs: National and International
- Growing Tax Base: Property Tax and Sales Tax Generators
- Develop Major Business Parks with Class A Office Environment: Tract II and Prison Property / Newland (300 Acres)
- Expand Tourism: Venues, Marketing and Number of Visitors
- Develop Three Destination Activity Centers – Major Community Focal Points and Regional Destinations: Brazos River Park Festival Site, TIRZ #4, Imperial Area
- Protect Strength of Current Economic Generators

RESPONSIBLE CITY GOVERNMENT: FINANCIALLY SOUND, EXCEPTIONAL SERVICE

- Maintain a High Level of Citizen Satisfaction and Cost-Effective Delivery of City Services: Value for Tax Dollars
- Continue “Championship” Workforce: Professional, Well-Trained, Appropriately Compensated, Retention / Internal Promotional Opportunities
- Have City Employees Serve as the Primary Contact with Customers
- Maintain Financially Responsible Government Consistent with City’s Mission
- City of Sugar Land – a Leader in Customer Service and Superior Service
- City and Partners Operating Efficiently and as a Service Business

GREAT PLACE TO LIVE: DEVELOPMENT, REDEVELOPMENT, MOBILITY, ENVIRONMENT

- Have Predictable, Compatible Development and Land Uses Consistent with Comprehensive Plan
- Maintain Adequate Infrastructure and Services to Support Growth and Sustain the Existing Community
- Revitalize / Redevelop Older Commercial Centers: Appearance and Business Vitality
- Improve Mobility within Sugar Land: Automobiles, Bicycles and Walking
- Strive for Land Uses that Build the Wealth of the City – Balancing Property Tax Value, Sales Tax Revenue & Primary Jobs

BUILDING COMMUNITY: DIVERSE CULTURES, LEISURE, ARTS

- Develop City Facilities and Venues that Support Community Arts, Events and Festivals
- Develop Residents’ Understanding of Civic Processes and Community Infrastructure
- Support Community Events and Festivals of Diverse Ages and Cultures
- Adapt to Sugar Land’s Changing Demographics
- Expand Arts throughout the Community

Want to know more about the long range vision for the City of Sugar Land? Check out [Vision 2025!](#)

DEPARTMENT OF PLANNING 2017 BUSINESS PLAN

Departmental Mission Statement

The Planning Department ensures a well-planned City that is safe, beautiful and livable. We do this by facilitating the development and implementation of long-range plans and policies such as the City's Comprehensive Plan and master plans, shaping the city's physical environment through diligent enforcement of codes and standards and ensuring development quality for the City.

Executive Summary

The current structure of the Planning Department was created in January 2014 combining both development and long range planning functions within in one department. There are three (3) programs within the Planning Department noted below by City program number:

- Development Planning – 1632
- Long Range Planning – 1633
- Transportation & Mobility Planning - 1605

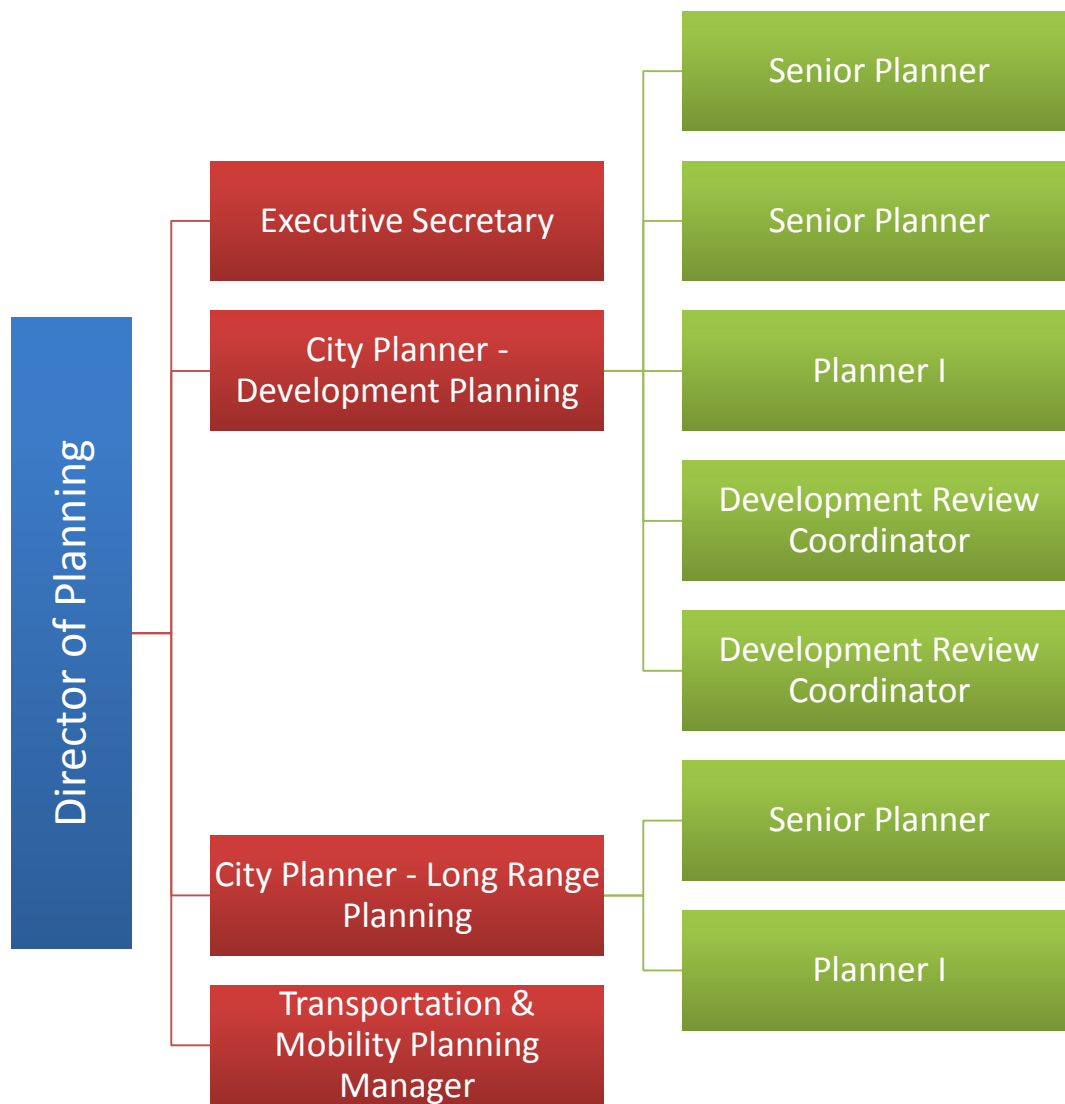
The Department leads the Development Planning Program, which is responsible for administrating development review for applications such as subdivision plats, site plans, general land plans, rezoning and conditional use permit cases, variances, special exceptions, and appeals. The dominant guide for the Program is the City of Sugar Land – Land Development Code.

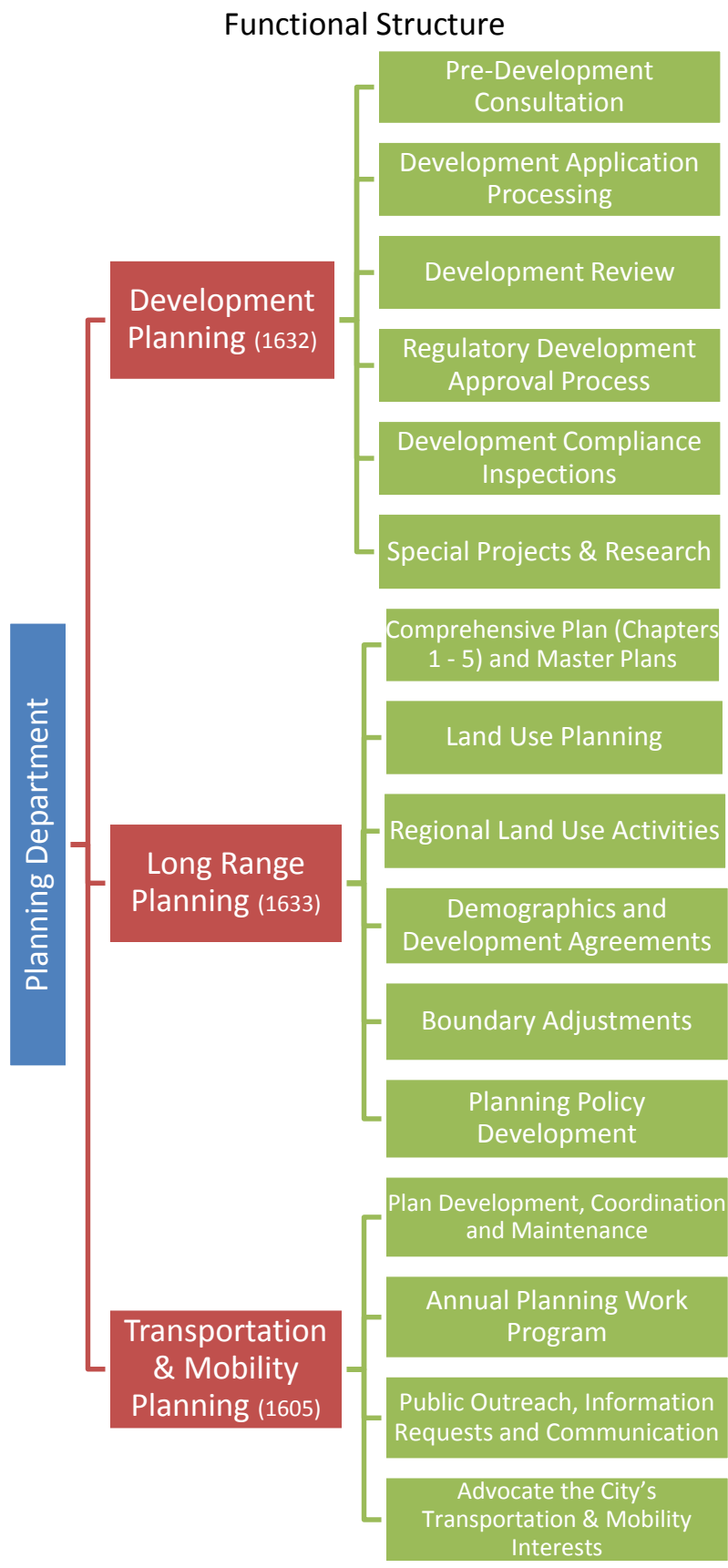
The Department's Long Range Planning Program is responsible for leading City efforts to plan for the City's long range needs, including development and maintenance of the City's Comprehensive Plan and master plans, annexation planning and implementation, and land use planning.

The Transportation & Mobility Planning program, the newest addition to the Planning Department, is responsible for providing leadership and coordination of all City departments in strategically implementing the City's transportation and mobility policy goals, including the development of proactive long-range plans and the oversight of ongoing studies, related master plans, and projects. This program serves not only as an internal liaison and resource, but also as the City's representative to external agencies and adjacent jurisdictions on all transportation and mobility policy issues. This program ensures the City of Sugar Land is an active community partner and engages in a regionally coordinated intergovernmental effort that maximizes the ability of both the City and external agencies to develop a world-class, cost-effective transportation system.

These programs work toward furthering the common goals of the City's Comprehensive Plan, but with focused support of Safe, Beautiful, Great Neighborhoods, Superior Mobility and Balanced Development and Redevelopment.

ORGANIZATION & STRUCTURE





DEVELOPMENT PLANNING PROGRAM SUMMARY

The Development Planning Program is responsible for administering development review for applications such as subdivision plats, site plans, general plans, rezoning and conditional use permit cases, variances, special exceptions, and appeals. The dominant guide for the Program is the City of Sugar Land Development Code. There are six main services that the program carries out:

- *Development Consultation*
- *Development Application Processing*
- *Development Review*
- *Regulatory Development Approval Process*
- *Development Compliance Inspections*
- *Special Projects & Research*

The key standards and requirements are administrated from the City of Sugar Land Development Code and other associated ordinances. Staff is tasked with the processing and coordination of development applications (to Planners and other reviewing departments), and the subsequent review of those proposals. Certain processes are able to be administratively approved (certifying compliance) such as Minor and Amending Plats, Site Plans, and building and sign permits. In cases of standard plats, rezoning, conditional use permits, general plans, variances, and special exceptions, the staff provides a review and ultimately, a professional recommendation to the Planning & Zoning Commission, Zoning Board of Adjustment, and/or the City Council for approval. A significant amount of workload includes administering the zoning portion of the Development Code, and field investigation with site visits. The staff is also involved in certain City Strategic Projects, Committees, and specialized development research.

The Development Planning program operates Monday through Friday from 8:00 a.m. to 5 p.m., in addition to evening meetings with various Boards and Commissions. The program is currently supervised by the City Planner-Development (1), with two (2) Senior Planner staff, a Planner I, (1) and two (2) Development Review Coordinator positions for a total of six full-time staff.

DEVELOPMENT PLANNING PROGRAM SERVICES AND SERVICE LEVELS

Service: Pre-Development Consultation

As a part of most development applications, staff recommends that applicants hold a pre-development meeting / consultation prior to submitting applications and plans. This is particularly important for the development of vacant property, and properties that have utility, drainage, or access issues. Development Planning staff coordinate with key City staff that are part of the development review process, in order to provide meaningful pre-development consultations with potential applicants. In addition to the coordination / facilitation role, the staff also examines the proposals for any Development Code / ordinance issues to provide feedback prior to submittals. In the average week, the staff conducts approximately three to six pre-application meetings with individuals or groups. Roughly half of these involve the group of reviewing departments known as the Development Review Committee (DRC).

Activity: Development Planning Consultation

Development Planning staff are often asked to meet with members of the development community on short notice, through one-on-one meetings or drop-ins to City Hall. These meetings are often the first contact with the City for potential projects, and staff provides guidance as to processes and requirements as able. These meetings may lead to a more formal Development Review Committee (DRC) Pre-Development Meeting where multiple departments are represented (see next activity).

Activity: Development Review Committee Consultation

Pre-Development Meetings are scheduled weekly during the time that the DRC group meets on projects. These involve a more detailed review of a conceptual site plan provided by the applicant and allow multiple departments involved in the review process to provide feedback prior to a formal submittal. Development Planning plays a key role in coordinating the meetings and distribution of any materials from the applicant. The staff is often in a facilitating role by ensuring that key development aspects are covered by the group during the meeting. Development Planning is responsible for taking meeting notes and fielding follow-up questions from the applicant.

Service: Development Application Processing

Through this service, the Department ensures that all development applications are processed and checked for completeness and accuracy of the filing information. This service also includes preparing routing packages of the applications for the specific reviewers and reviewing departments. These departments include staff from Planning Department, Engineering, Public Works, Fire, Permits & Inspections, and in some cases, Parks & Recreation. The Development Review Coordinators provide this service, and also assist with follow up communications (emails, phone, and letters) as needed for applicants. Coordination of development application review facilitates the process to the benefit of the City (gaining quality development) and of the individual applicants (reliable turn-around times; reduced instances of “surprises”).

Service: Development Review (Review & Comments on Applications)

The Development Planning Program staff reviews applications for compliance with the Development Code and other ordinances (ex. Conditional Use Permits, Planned Development PD Districts). In some cases, properties are also subject to Development Agreements with special provisions. The work is routed out from the Development Review Coordinators, and reviews follow specific timelines for turn-around comments to the applicants. The staff notes where there are code or other regulatory issues, or instances where clarification is needed. If there are items to correct or clarify, staff issues a comment letter to the applicants to ensure that the submittals are updated. An important factor in the Development Review Service is the Development Review Committee (DRC), and the weekly meetings to go over projects. The reviewing departments meet weekly as a group as the DRC and are co-chaired by Development Planning and Engineering. Development Cases include:

- General Land Plans
- Minor/Amending Plat review (administrative plats)
- Preliminary, Final, and Short Form Final plats (P&Z plats)
- Infrastructure Construction Plans
- Commercial/multi-family/townhome Site Plan packages
- Rezoning Cases (standard zoning districts), Planned Development (custom zoning districts)
- Conditional Use Permits (CUP's)
- Variances (Zoning and Subdivision Regulations)

The standard development review period for items such as site plan packages and minor and amending plats is within three weeks if the submittals are complete, and made within the deadlines. In some cases, a two week review is possible for administrative items such as site plans of limited complexity for additions and some minor plats. These shorter time-frames are based on coordination between the City Planner-Development and the Assistant City Engineer. Non-administrative plats must follow specific requirements for processing based on state law, and comments are sent back to applicants to correct missing information or errors within a three week timeframe. General Land Plans and zoning applications follow a longer review time based on the complexity, as well as potential accompanying studies such as Traffic Impact Analysis (TIA) or other research. The review is typically four weeks, prior to a comment letter being sent out.

Example: Site Plan Package (new commercial site)

- DRC "Overview" during 1st Week (overview of project)
- DRC "Initial Review" during 2nd Week (identification of key issues)
- DRC "Comments Due" during 3rd Week (applicants invited for meeting unless minor issues)
- Comment Letter sent out by end of 3rd Week regardless of major or minor issues found

In order to make sure that there is good communication with the applicants on major issues, comment meetings are held with the applicants prior to sending out any comment letters, unless the comments were minor. The next Service Section- Regulatory Development Approval Process, addresses the two separate critical paths for approvals.

Service: Regulatory Development Approval Process

This service involves one of two critical paths for applications. City staff has the ability to administratively certify compliance with applicable codes and ordinances through Administrative Approval in some cases. Examples are single-family residential plans, commercial site plan packages, and Minor Plats. In other cases, staff is the case representative for the application through the process with decision-makers such as the Planning & Zoning

Commission, City Council, or Zoning Board of Adjustment, with public hearings as required. All of these require a report from staff, with most cases resulting in a professional recommendation from the Planner. The following chart indicates key development application types and the level of approval:

PR= Professional Recommendation, CR= Commission Recommendation, A/D = Approval/Denial

Development Application Type Processed & Reviewed	Staff	ZBA	P&Z Commission	City Council
General Land Plans	PR		CR	A/D
Preliminary & Final Plats	PR		A/D	
Minor & Amending Plats	A/D			
Public Infrastructure Plans	A/D			
Rezoning Cases	PR		CR	A/D
Conditional Use Permits (CUP)	PR		CR	A/D
Development Code Amendments	PR		CR	A/D
Zoning Variances	Report only	A/D		
Zoning Special Exceptions	PR	A/D		
Appeals	Report only	A/D		
Subdivision Regulations Variances	PR		CR	A/D
Commercial Site Plan Packages	A/D			
Sign Permit Applications	A/D			
Single Family Permit Applications	A/D			
Zoning Verifications & Change of Ownership or Use Applications	A/D			

Activity: Compliance Certification (Approval or Disapproval)

Once all items are addressed, the Development Planning staff certifies the applications meet Codes and administratively approve the applications. This may be a Department approval, in conjunction with other

departments such as Permits & Inspections, Engineering, or Fire. In some cases such as zoning research or zoning verification, the Development Planning staff represents the key reviewers. These cases where the City can administratively approve applications without external Boards, Commissions, or City Council include:

- Minor/amending plat review
- Commercial/multi-family/townhome site plan review
- Single family site plan review
- Commercial sign review
- Miscellaneous (zoning verifications, change of use and ownership applications)
- Infrastructure Construction Plans

(Note- Engineering is the primary staff for Infrastructure Construction Plans, (aka Con. Plans). Development Planning has role through processing the documents, and overview with interrelated plats)

Activity: Case Liaison for Applications (ZBA, P&Z Commission, and City Council)

In the case of Preliminary, Final, and Short Form Final Plats, the documents are brought forward to the Planning & Zoning Commission for a final approval. Under the City of Sugar Land Charter and Ordinances, the Planning & Zoning Commission is the final authority on all plats, other than administrative platting. The Commission meets twice monthly, with the exception of holiday months of November and December, where one meeting generally is held per month.

The Commission functions as a recommending body to the City Council for rezoning, Conditional Use Permits (CUP's), General Land Plans, subdivision variances, and Development Code amendments. Once the Commission has held any required hearings, and rendered a recommendation, these items are sent to the City Council for a final determination. (While the Commission also serves as a recommending body for the Comprehensive Plan, Master Plans, and the Capital Improvement Program, those items are now brought forward by the Transportation & Long-Range Planning Department or Engineering Department). In cases of zoning variances to bulk restrictions, Special Exceptions for pre-annexation residential setbacks or where an appeal is filed against an administrative official applying zoning regulations, cases are brought forward by staff to the Zoning Board of Adjustment & Appeals for a final decision. The Zoning Board of Adjustment has a scheduled meeting once a month, (3rd Wednesday) that is cancelled when there are no cases.

All of these cases require detailed staff reports with technical information and presentations, and all (except zoning variances or appeals) require a professional recommendation from the Development Planning staff for the decision-makers. For zoning cases, the staff conducts field investigations at the property sites, including photo documentation, and examination of adjacent land uses and site features. Public hearings are required for zoning cases, and certain types of replats (residential). The Development Planning program ensures that all public legal notice documents are prepared including creation of a vicinity map, explanation, legal description, and address checks per statutory and code requirements. These are routed to the City Secretary's Office for processing to the appropriate media, mail-outs, and to the website. In addition, the staff places a public hearing courtesy notification sign at the specific property triggering the public hearing. The following development cases require public hearings:

- Residential Replats
- Rezonings (includes PD Zoning & Standard Zoning)
- Conditional Use Permits (CUP)
- Development Code Amendments (no sign posted)
- Zoning Variances for ZBA
- Special Exceptions for ZBA
- Appeals for ZBA (no sign)

Service: Development Compliance Inspections

The Planning Department is involved in ensuring that newly constructed sites meet key Development Code and other ordinance provisions, prior to the issuance of a Certificate of Occupancy (C of O) by the City of Sugar Land Building Permits & Inspections Department. In order to assess compliance, Development Planning staff conducts site visits to each development for a field inspection. This is done within three working days of notification from the Permits & Inspections Department or applicant. The most common of these involve commercial sites with ground-up commercial construction, where items such as parking lots, landscape buffering, building finishes, site lighting, sidewalks, and overall bulk regulations are checked against approved site plan drawings. In some cases where properties are either zoned Planned Development (PD) or have received a Conditional Use Permit (CUP), there may be special provisions contained in the Council-approved ordinances such as additional landscaping, building materials, or other site features. All of these must be reviewed and verified for compliance. As the number of specially zoned areas for PD's and CUP's increase, additional resources are needed to ensure service levels are adequately maintained. In addition, long-term inspection for zoning compliance at these areas will be needed, and go beyond standard Code Enforcement items. As a reference, the City of Sugar Land currently has 29 Planned Development (PD) Zoning Districts (Final Development Plans) adopted by City Council Ordinances as of April of 2016. There are also several areas covered by 1st Step Planned Development zoning, known as General Development Plans (ex. future Fluor Campus PD).

Activity: Field Site Inspections

Case Planners are required to conduct site inspections for compliance with approved site plans, PD / CUP ordinances, and other Development Code requirements. This is part of the process to issue the final certificate of occupancy (C of O), within the City Limits, and with certain projects under Development Agreements in the ETJ (ex. Riverstone). This may involve meeting applicants at a site, or independent inspections. Often, the assessment reveals items that need corrective action, or completion (ex. landscaping, sidewalk installation, building elevation features). In these cases, correspondence with the applicants and follow-up site visits are required to bring projects into compliance. This often involves several visits to the project site. As the number of Planned Development Districts has increased, the level of complexity at the project sites has also evolved. The entire Planning Department currently has one vehicle assigned as a pool car (Unit 709). However, this vehicle is over 10 years old, and has become unreliable. In addition, the car is unable to meet the full needs of the Development Planning program, including transporting public hearing signs due to sign size, and low clearance of the vehicle for accessing certain sites. As a part of the fieldwork activity, a key issue has been identified as replacement of the pool vehicle with a reliable SUV or truck in FY 17.

Service: Special Projects & Research

There are a number of projects during each year that staff from the Development Planning Program is involved with. These may take the form of Strategic Projects (leaders or participants), or other special projects and research as determined through the Director or the Executive Director over the Planning Department. During FY 16-17 key projects where Development Planning staff is participating include the Update to the Development Code, Comprehensive Plan Update for Chapter 6, and continued implementation of the Pedestrian & Bicycle Plan elements during development applications, and assistance as needed with master plans. There are also key roles in the Strategic Projects for the development of Telfair's Tract 5 area with permanent zoning and continued Planned Development (PD) review and implementation in the Imperial project.

LONG RANGE PLANNING PROGRAM SUMMARY

The Long Range Planning Program is responsible for leading City efforts to plan for the City's long range needs, including development and maintenance of the City's Comprehensive Plan and master plans, annexation planning and implementation, and land use planning.

There are six core services that comprise the Long Range Planning Program:

- 1. Comprehensive Plan (Chapters 1 through 5) and Master Plans*
- 2. Land Use Planning*
- 3. Regional Land Use Activities*
- 4. Demographics and Development Agreements*
- 5. Boundary Adjustments*
- 6. Planning Policy Development*

The Long Range Planning Program operates Monday through Friday from 8:00 a.m. to 5:00 p.m. with some evening meetings as necessary. The program is currently supervised by the City Planner – Long Range and includes one Planner I and one Senior Planner.

LONG RANGE PLANNING PROGRAM SERVICES AND SERVICE LEVELS

Service: Comprehensive Plan (Chapters 1 through 5) and Master Plans

The Department “owns” the City’s Comprehensive Plan (Chapters 1 through 5) and leads the development, maintenance and implementation of the Plan. The Department facilitates the development of the City’s master plans.

Activity: Comprehensive Plan Review and Updates

The Department is the “owner” of the Comprehensive Plan and leads the Comprehensive Plan update process. The Comprehensive Plan has six (6) chapters: Chapters 1 through 4 provide background information, Chapter 5 describes the City’s Vision, Goals and Objectives, and Chapter 6 is the City’s Land Use Plan. This activity relates to Chapters 1 through 5.

Every year the Department will complete a review of the Comprehensive Plan. The purposes of the review are 1) to identify areas where additional efforts are needed in order to implement the Comprehensive Plan and 2) to determine if an update to the Plan is needed. The review will be done concurrently with the Annual Master Plan Review Program.

Should an update to the Comprehensive Plan be necessary, the Department will facilitate an organization- and community-wide effort to complete the update. Updates to the Comprehensive Plan involve extensive outreach to the community. Updates should occur every 5-10 years or when there is a significant change in policy direction or vision.

Activity: Comprehensive Plan Ownership and Advocacy

The Department has a role in ensuring implementation of the Comprehensive Plan. This role involves educating the organization and the public on the Plan’s content and guidance and encouraging its use as a reference in the organization’s regular activities. The Department will perform this education through occasional presentations or other communications to various groups. These groups include the community at large, City Council, department heads, boards and commissions, Emerging Leader Academy, Sugar Land 101, etc. The Department will provide expertise on the Comprehensive Plan for the City’s strategic planning process and in master plan update training. The Department will meet with the development community as necessary to provide Comprehensive Plan guidance at pre-development meetings.

Activity: Oversee Master Plan Update Process

The Department is responsible for ensuring a consistent and effective approach is utilized to update the City’s master plans. The Department led the development of a new approach to updating master plans in FY12 which has been incorporated into the City’s Master Plans Policy.

The City’s eight (8) master plans are as follows:

1. Land Use Plan
2. Parks, Recreation and Open Space Master Plan
3. Pedestrian and Bicycle Master Plan
4. Municipal Facilities Master Plan
5. Water Master Plan
6. Wastewater Master Plan
7. Thoroughfare Master Plan
8. Drainage Master Plan

The Department coordinates with “owning” departments to identify the goals and objectives of the Comprehensive Plan applicable to each master plan. The Department assists owning departments in identifying policy issues that need to be addressed. The Department ensures an adequate public process is incorporated into the update process that allows for public input on key policy issues. If necessary, the Department will provide training to staff teams responsible for updating a master plan. This training may include a review of the master plan policy and process, the difference between policy and technical questions, and the use of public input as the basis for recommendations on policy questions. The Department ensures that master plans use consistent assumptions for development and utilize standardized presentation of costs. All master plan updates are reviewed by Planning & Zoning Commission and City Council. The Department assists owning departments in scheduling, preparing and presenting workshops and public hearings with these groups.

Activity: Master Plan Annual Reports

The Department leads the annual review process for all master plans. By policy, all master plans are to be reviewed annually. To facilitate this annual review, owning departments complete an annual report for each master plan. The annual report’s purpose is as follows:

1. To assess the implementation of each master plan;
2. Identify areas requiring additional efforts and make recommendations to address these areas in the upcoming fiscal year; and
3. Identify gaps or inconsistencies in the plan as part of determining whether an update to the plan is needed.

The Department initiates the review process by distributing the appropriate annual report format to owning departments of master plans. The owning departments use the template to prepare and document the status of each master plan. The Department reviews the annual reports and works with owning departments for consistency and quality. The Department compiles a summary of the annual reports and presents the status of each master plan to the City’s Executive Team and City Council. The annual review process will begin in May and be completed through workshops with City Council and Planning and Zoning Commission by October of each year. This timing allows outcomes of the annual review to inform the development of future CIP projects, strategic projects, and budget impacts.

Service: Land Use Planning

Under this service, the Department leads the organization’s long-range land use planning efforts.

Activity: Updating the Future Land Use Plan

The Department leads updates to the City’s Future Land Use Plan, which is Chapter 6 of the Comprehensive Plan. The Department will annually review the Plan to determine whether an update is needed; this review includes the generation of an “annual report” for the Plan. Based upon this review, the Department will periodically lead a process for updating the Plan. This update process typically involves leadership of a team of City staff and possibly consultants through a public process and technical analysis, culminating in City Council adoption of the update. The City’s proposed Master Plan Policy suggests that updates to master plans such as the Land Use Plan should occur every 5 to 10 years.

Activity: Annual Land Use Project Programming

The Department will ensure the Land Use Plan is implemented by leading the organization in an annual process to adopt a program of projects to pursue for the upcoming fiscal year. This process will include several steps as follows:

1. Review of the Plan’s recommendations and identification of high-priority projects
2. Coordination with other departments and Executive Team staff to develop organization-wide consensus on a program of projects to pursue, including assignment of owning department for each project

3. Submission of recommended projects as strategic or CIP projects and inclusion in budget processes as necessary.

This activity will be completed annually. This activity will result in a program of land use projects to pursue in the upcoming fiscal year.

Activity: Land Use Project Implementation

The Department will implement individual Land Use Plan or other long-range land use planning projects. These projects may be strategic projects or may be internal Department projects. The Department will coordinate with other departments, such as Economic Development or Engineering, as necessary in implementing these projects. Examples of land use planning projects could include a program to encourage preferred redevelopment styles, development of a plan for a specific area targeted for redevelopment, or code modifications to encourage the accomplishment of City land use objectives. The Department will implement these projects as assigned on an annual basis and in accordance with workloads and City priorities.

Service: Regional Land Use Activities

The Department leads the City's participation in Houston-region land use activities.

Activity: Regional Studies Representation

The Department leads the City's participation in land use studies performed by others in the Houston region. Because Sugar Land is situated in a larger metropolitan area, City participation in these studies is necessary to promote City interests in regional planning efforts that could impact the City. These studies happen from time to time and may be led by H-GAC or other agencies. The Department will represent the City's interests in the project by participating on consultant selection committees, work groups, and attending project meetings. Example projects include H-GAC's Fort Bend Subregional Initiative and the Regional Plan for Sustainable Development.

Service: Demographics and Development Agreements

The Department maintains current and long-range demographic and land use information such as population estimates and land uses of the City's developed areas and serves as the point of contact for internal and external customer requests for such information.

Activity: Population Estimates and Projections

The Department prepares population estimates and projections for the City and the City's ETJ. The Department provides these estimates to departments for reporting purposes or for estimating future service level requirements. The Department plays a primary role in addressing issues arising from each Census, including leading "count committees" and public outreach. In between Census years, the Department estimates the in-City population and number of dwelling units annually every January based on residential building permits issued in the previous year. The Department estimates the City's ETJ population and number of dwelling units annually utilizing the results of the land use inventory.

The Department creates projections for in-City population for one- and two-year horizons. Additionally, both the in-City and ETJ populations are projected at five-year intervals out to approximately 20 years. The projections are accompanied by text that explains the assumptions behind the projections such as development phasing plans or trends and persons per household. This activity will be completed annually at the end of the calendar year. This timeframe allows for a January 1st population estimate that can be used for the remainder of the calendar year.

Activity: Demographics

The Department tracks and conducts research and analysis of population growth and development trends by monitoring various sources of new demographic information. The sources include the U.S. Census, U.S. Census Population Estimates Program, and Texas State Data Center. The Department will compile information from these various sources in a summary report and distribute the report via an FYI memorandum to City Council and City departments annually in January of each year. The Department serves as the main point of contact to provide demographic information to internal and external customers as requested.

Activity: Census Liaison

Department staff serves as a liaison coordinating efforts and City participation during the decennial census. This includes working with other City staff as well as Census staff to ensure the City's boundaries are properly represented, assisting with the public relations aspect of the Census, and other tasks as necessary.

Activity: Land Use Inventory

The Department organizes and conducts an annual land use inventory of the City and the City's ETJ areas. The results of the inventory are compiled for reporting and documentation purposes on land uses. The data serves as the basis for population estimates in the City's ETJ and can be used for annexation planning purposes. The data can be used for various other needs, but generally is used to provide a baseline overview of the City's land uses. This activity is completed annually.

Activity: Development Agreement Monitoring

The Department ensures the City and the development community are meeting their obligations as established in development agreements. As examples, these obligations may include the construction of improvements, or alternatively could include the preclusion of a development approval until a developer meets his or her own obligations. The Department maintains a list of developer and City obligations and triggers that dictate when the obligations must be fulfilled. The Department monitors current planning activities and identifies obligations are triggered. The Department coordinates with other departments such as Engineering to ensure these departments understand and ensure that developer and City obligations are fulfilled.

Service: Boundary Adjustments

The Department oversees and carries out the City's annexation efforts for areas without a municipal utility district ("non-MUD areas"). The Department assists as needed with annexations of areas with a municipal utility district ("MUD areas"). [The Department leads City efforts for de-annexations of land and ETJ adjustments.](#)

Activity: Annual Non-MUD Annexation Review Program

The Department conducts an annual review of the City's non-MUD ETJ areas for the purpose of determining whether to recommend annexation. The Department identifies any changes in existing conditions for these areas. Based on criteria outlined in the City's annexation policy for non-MUD areas, Resolution 07-37, the Department assigns each area a priority ranking and forwards any recommendations for annexations to City Management and City Council for consideration. When considering the review of fiscal impacts, service provisions, and interdepartmental coordination, this process may take 4 to 6 months. The Department completes this activity annually, beginning in June of each year, with a goal of workshop with City Council on necessary annexations by October. The Department will subsequently work with City Council to adopt resolutions, if necessary, on which areas to annex. The Department will then make recommendations on including the identified annexations into the subsequent year's (i.e., one year following the October workshop) strategic work plan.

Activity: Lead Annexation Process for Non-MUD Areas

Once the City has decided to annex property into the City, the Department leads the City's efforts to prepare

and process annexations in accordance with State requirements. These efforts include coordination with other departments to prepare a detailed service plan and full fiscal impact analysis as well as notification of property owners and required agencies. The Department ensures that all aspects of annexation implementation are considered during the preparation of a service plan including post-annexation steps such as application of permanent zoning. This activity is completed as needed, dependent upon the City's decision to annex property. The Department will utilize the Assistant City Manager of Community Development as an advisor in this process. The Department will carry out the mechanics of this process, including issuance of public hearing notices, notification letters, development of annexation ordinances, City Council and Planning & Zoning Commission presentations, or other items as needed.

Activity: Lead Annexation Process for MUD Areas

The Department will coordinate and lead the annexation process to implement annexations of MUD areas according to Strategic Partnership Agreements (SPAs). This activity includes reviewing and receiving direction from City Council, coordinating with all City departments to prepare and develop departmental implementation plans, and communicating with MUD representatives.

Activity: Lead De-Annexation Process

The Department leads the process for de-annexation of areas of the City, as needed and directed by City Council. This includes carrying out the mechanics of the process, such as preparing public hearing notices, notification letters, development of de-annexation ordinances, City Council presentations, and other items as needed.

Activity: Lead ETJ Adjustment Process

The Department will lead the process for ETJ boundary adjustments, as needed and directed by City Council. This includes coordinating with neighboring cities to establish mutually agreeable jurisdictional boundary locations. The Department will utilize the Assistant City Manager of Community Development and the Council Intergovernmental Relations Committee as an advisor in the process. The Department will carry out the mechanics of the process, including taking an ordinance to City Council for consideration and notifying property owners subsequent to the release.

Activity: Liaison for Census Boundary Area Survey

The Department coordinates the City's efforts and updates to Census-related information such as providing changes to City boundaries to the Census' annual Boundary Area Survey (BAS).

Service: Planning Policy Development

The Department leads efforts to establish City policies and Codes for Planning topics, such as Mobile Food Vendors and Redevelopment.

Activity: Monitor Current Trends and Best Practices

The Department is responsible for being aware of current trends and best practices in the Planning field in order to assist the City in being proactive in its response to new areas of Planning. Staff will stay abreast of new issues being faced by other cities by reading relevant articles published in *Planning* magazine, online, and through other sources.

Activity: Manage Strategic Projects

The Department manages Strategic Projects that focus on policy development related to Planning issues. As the project manager, Department staff is responsible for establishing timelines and ensuring milestones are met on time. This activity also includes coordinating with other City departments and the Executive Team to ensure all impacts to the City are considered. Department staff also researches other cities' Codes and processes to incorporate best practices into the policy development. Strategic Projects typically include coordination with a Council subcommittee, the Development Committee, Planning and Zoning Commission, other City Boards, and ultimately City Council. This coordination entails preparing agenda requests, presentations, and other materials required.

TRANSPORTATION & MOBILITY PLANNING PROGRAM SUMMARY

The Transportation & Mobility Planning Program implements and maintains the Comprehensive Mobility Plan to help ensure the City strives to achieve the goal of superior mobility. There are four core services that comprise the Transportation & Mobility Planning Program:

- 1. Coordinate the development and maintenance of the Comprehensive Mobility Plan;*
- 2. Develop and implement the annual transportation & mobility planning work program;*
- 3. Coordinate public outreach, information requests, and communicate progress of transportation planning programs and projects.*
- 4. Advocate the City's transportation & mobility planning interests both locally and regionally.*

Key transportation and mobility planning standards and practices utilized closely resemble the traditional federal metropolitan planning organization (MPO) process. Using this approach, long range transportation plans (LRTP) are developed in accordance with the latest federal and state guidance and based on local needs and traditional planning processes. Thereafter, the capital improvement program (CIP) development process is driven by the needs and priorities identified in the LRTP. The annual transportation & mobility planning work program is developed and utilized to help implement the projects and programs identified in both the LRTP and CIP.

The Transportation & Mobility Planning Program operates Monday through Friday from 8:00 a.m. to 5:00 p.m. and is currently supervised by the Planning Director and Transportation & Mobility Planning Manager.

TRANSPORTATION & MOBILITY PLANNING PROGRAM SERVICES AND SERVICE LEVELS

Service: Plan Development, Coordination and Maintenance

The Department leads the development, coordination and maintenance of the City's Comprehensive Mobility Plan. This Plan was first adopted by City Council in May 2011, and while not one of the City's eight (8) official "master plans", the Plan serves as one of the City's "Guiding Documents". An annual Mobility Plan report is prepared to help document the progress of plan implementation. Other activities planned include refinement of plan performance measures and the development of a City transportation plans summary document.

Activity: Mobility Plan Annual Report

The Department will annually review the City's Comprehensive Mobility Plan to determine whether an update is needed. Based upon this review, the Department will periodically lead a process for updating the Plan. The City's proposed Master Plan Policy suggests that updates to plans such as the Comprehensive Mobility Plan should occur every 5 to 10 years. This update process typically involves a team of City staff and consultants leading the effort through a public process and technical analysis, culminating in City Council adoption of the update. The annual report is prepared and submitted to Council.

Activity: Measure Comprehensive Mobility Plan Performance

One tool that will help monitor the performance of mobility goals, objectives and plan implementation is the development of a performance scorecard. A performance scorecard can provide a summary snapshot of plan performance criteria for key areas of mobility that people most want to know about. An example of a scorecard for the City is shown in Chapter 12 of the Comprehensive Mobility Plan. Plan metrics could range from average travel delay on all major arterials in Sugar Land to the number of off road trail feet added per year to the overall resident satisfaction of the transportation system. When completed, the scorecard will help measure Mobility Plan performance in a way people can easily understand and relate.

Activity: Develop a Transportation Plans Summary Document

The scope of effort includes the assembly of an Advisory Committee to help review and identify key strategies and recommendations found within the following completed transportation plans: Comprehensive Mobility Plan, Pedestrian and Bicycle Master Plan, Major Thoroughfare Plan, and ITS Operation Plan Update. Once the Advisory Committee identifies and confirms key strategies, a project priority process will be developed and applied to key strategies. Upon confirmation of priorities, updated costs for implementation, maintenance, preservation, and operations will be assigned to priority strategies. A draft final summary report will be prepared for City Council and Public input. Final approval by City Council is the final task and goal of this CIP project.

Service: Annual Planning Work Program

The Annual Transportation & Mobility Planning Work Program is used to implement City's Comprehensive Mobility Plan recommendations and policies. The type of work specified within the work program includes a summary of administrative, technical and transportation planning tasks to be performed by various city staff.

Activity: Develop and Implement the Annual Work Program

Tasks include the assembly of an Advisory Committee comprised of various Engineering, Public Works, and Planning department personnel to discuss and confirm work program activities. The final document will include a compiled list of prioritized tasks, planning studies and CIP projects to be implemented in the coming fiscal year.

Activity: Seek and Manage External Funding

The Department seeks, acquires and manages external transportation funds for the City's mobility projects. The Department's focus for this activity is federal and state funding. However, this activity could apply to County mobility bond funds as well. The Department monitors federal and state funding opportunities through involvement with the Houston-Galveston Area Council (H-GAC) and by monitoring other grant opportunities. The Department monitors grant opportunities primarily by being on the email distribution lists of granting agencies such as the Texas Department of Transportation. The involvement and participation with H-GAC Regional Transportation Plan (RTP) and Transportation Improvement Program (TIP) processes and various H-GAC subcommittees is also beneficial. The Department leads the City's response to H-GAC-issued "calls for projects" for the TIP projects. This activity includes achieving an internal organizational consensus on appropriate project ideas.

Activity: Periodic Reports

Periodic written and oral reports will be prepared and submitted to provide updates, project status, and report on any challenges that may impede progress. Office of Intergovernmental Relations (IGR) reports are prepared to brief senior staff, Executive Team and Council Members of participation and progress at external governmental meetings. Oral and written agenda briefings and debriefings for H-GAC TAC and TPC meetings are prepared to advise Council Members and others of key actions forthcoming or approved.

Service: Public Outreach, Information Requests and Communication

Public outreach, responding to information requests, and communicating information to the public, internal staff and elected officials are essential functions of the Transportation & Mobility Planning Program. Public outreach is needed when conducting planning studies, updating a plan, or discussing the implementation status of a project at a public setting. Information requests for data, documents, electronic files, and status reports can occur periodically throughout the year by wide range of internal and stakeholders. Communicating the status of a project or planning process to City Council or displaying content on a web site are all important tasks that are likely to be completed during the fiscal year.

Activity: Public Outreach

Public outreach is designed to encourage public input and submit comment, provide opportunities for meaningful communication between staff and the public concerning any one of the numerous projects or programs developed or underway, and provide the appropriate mechanisms to disseminate information and gather input. Examples of public outreach include the City's Satisfaction Survey and commencement of a public meeting. Public outreach activities anticipated during the fiscal year may occur during the implementation of the annual work program tasks.

Activity: Information Requests

Various internal and external stakeholders, and the public, periodically request transportation information and data to aid in their own studies, report preparations, and inventory efforts. One example is the annual request to submit H-GAC TPC, TAC and TAC Subcommittee membership information. Information and data requests are anticipated periodically throughout the year.

Activity: Communicate the Planning Process

Communicating the planning process is anticipated in the form of web site development and updates, communicating progress to City Council and Planning and Zoning Commission, and communicating information at H-GAC meetings.

Service: Advocate the City's Transportation & Mobility Interests

The Department leads the City's participation in Houston-region mobility activities, including representing the City on H-GAC Committees, and Technical Advisory Committee (TAC), among other committees. The City's participation on H-GAC regional committees offers the unique ability to actively participate in regional planning activities that can benefit Sugar Land and Fort Bend County. Additionally, opportunities to participate in grant funding opportunities may also be available.

Activity: Liaison to H-GAC and Others

As the City's primary liaison to H-GAC, the Department serves as an ambassador for Sugar Land to the Houston region. The Department represents the City on several H-GAC committees, including the Technical Advisory Committee (TAC) and its subcommittees, and influences these committees for the benefit of Sugar Land and the region. The Department utilizes its role at H-GAC to develop positive relationships with other Houston region agencies and utilizes these relationships to leverage City interests through agreement negotiations, cost sharing or funding issues, knowledge sharing, or other ways. Other agencies the Department is a liaison with include Fort Bend County Transportation, the Gulf Coast Rail District and TxDOT.

Activity: Regional Studies Representation

The Department leads the City's participation in transportation studies performed by others in the Houston region. Because Sugar Land is situated in a larger metropolitan area, City participation in these studies is necessary to promote City interests in regional planning efforts that could impact the City. These studies happen from time to time and may be led by H-GAC, TxDOT, the Gulf Coast Rail District, or other agencies. The Department will represent the City's interests in the project by participating on consultant selection committees, work groups, and attending project meetings. Example projects include H-GAC's Fort Bend Subregional Initiative, Regional Plan for Sustainable Development, the Gulf Coast Rail District's freight rail bypass study, and commuter rail feasibility studies.

Performance Measures

Service Area	Commitments
Development Planning	Review development plans in a timely and thorough manner. Provide technical and professional recommendations to ZBA, Planning & Zoning Commission, and City Council.
Long Range Planning	Effectively lead efforts to plan for the long range needs of the City.
Transportation and Mobility Planning	Implement and maintain the Comp. Mobility Plan to help achieve the goal of superior mobility.